

EMD UK Three Year Strategy 2019– 2021

A healthier nation through exercise



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Part 1 – EMD UK and Group Exercise

EMD UK history in brief

EMD UK started out as The Exercise Movement and Dance Partnership (EMDP). EMDP was constituted in 2006 following consultation and support from Sport England, the Medau Society, Fitness League and the Keep Fit Association.

In 2015, following continued success and a market review, the EMDP Board and Sport England agreed to extend the remit of EMDP to cover the broader category of group exercise. This move was quickly followed by a rebrand to Exercise Move Dance UK (EMD UK) which in turn was accompanied by a new set of vision, mission and values:

Vision

A healthier nation through exercise.

Mission

To increase participation in group exercise by supporting teachers and organisations to deliver excellence.

Values

Fun - We remember that group exercise is fun, and we reflect that in our behaviour

Dynamic – We are ready to change anything apart from our values if it helps us achieve our mission

Inspirational – Our enthusiasm and knowledge of group exercise motivates others to get engaged

Vibrant – We value energy and activity over apathy

Passionate - We are all Ambassadors of group exercise

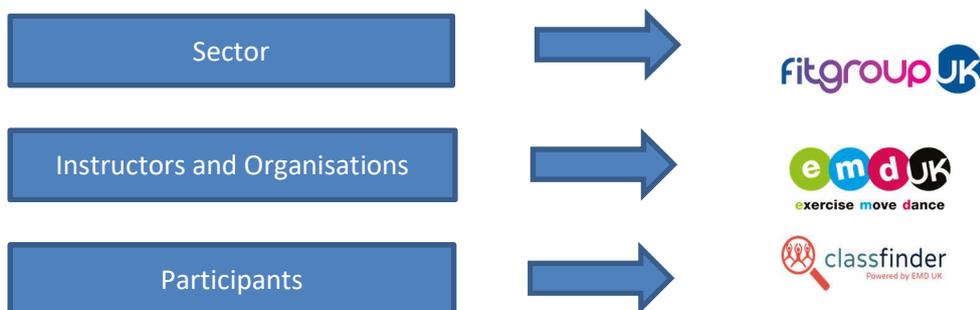
Supportive – We all have a responsibility to understand our customers changing needs

Honest – We all take a sincere and honest approach to our work

Professional - We deliver excellence vs quantity

Operating as the national governing body for group exercise, EMD UK represent the interests of group exercise participants, instructors and organisations.

EMD UK generally operates via three channels



What is Group Exercise?

The current working definition is:

'An instructor led exercise session for two or more people, often involving music and equipment. Well known examples include dance fitness, group indoor cycling and Pilates'.

The group exercise market in 2018

Current knowledge is derived from two recent surveys – the EMD UK and YouGov National Fitness Survey (nationally representative sample of 1500 participants and non-participants) and the Sweaty Survey (non-representative sample of circa 3000 current participants). Trends can be tracked from previous surveys in 2015, 2016 and 2017 giving EMD UK a sound understanding of demographics, growth areas, popular styles and perceived barriers.

Active Lives also provides a useful source of data. Although there is a difference in the reported core market size, both Active Lives and the EMD UK national survey confirm that the group exercise market is growing. Active Lives sizes the market at 6.5M and EMD UK 4.86M.

Headline participation numbers and demographics of the core market ([EMD UK National Survey data](#))

Measure	2016	2018
Core market size (weekly participants 1x30mins)	3.86M	4.86M
Female	80%	78%
BAME	5%	12%
Socio-economic	29% C2DE	35% C2DE
Disability	26%	21%
Previously inactive	29%	29%

Part 2 – EMD UK Three Year Strategy (2019-2021)

Introduction

EMD UK's strategic direction for the next three years is going to place the workforce at the heart of everything that it does and ensure EMD UK achieves its mission. It is underpinned by EMD UK departmental strategies and operational plans.

This is a 3-year plan, but it is important to note that many activities are already underway, and success is being achieved on an ongoing basis. EMD UK has historically recorded a strong performance against KPIs with all strategic outcomes being achieved.

Strategic Direction

EMD UK has identified 3 key components that will form the strategic direction until 2021.

Firstly, EMD UK will actively grow their instructor numbers through organic and inorganic means so that they have the largest market share of group exercise instructors in the sector. Increasing the instructor reach allows EMD UK to influence a greater percentage of the workforce and to support them to deliver excellence.

EMD UK will continue its focus on becoming the voice of the group exercise sector. It will champion the instructors that work within it, promote group exercise as a healthy and accessible form of physical activity and lead on standards and key issues that the industry faces. This work will establish EMD UK as the go to organisation for instructors, brands and the media and will help to position EMD UK as the leading body in the sector.

The provision of high quality, good value products and services to support the brands and workforce will be key to improving the quality of the group exercise experience. EMD UK will place significant focus in this area using insight to a) understand consumer needs and b) to remove barriers to access to ensure that their products and services are those that are selected by the workforce.

EMD UK Strategic Aims 2019-2021

Vision: A healthier Nation through Exercise

Mission: To increase participation in group exercise by supporting teachers and organisations to deliver excellence

The strategic aims need to be read in conjunction with the Sport England contractual targets and measures.

EMD UK has 90% of its income secured for the next 2 years and the following aims are underpinned by the principle of it continuing to optimise funding opportunities whilst increasing commercially relevant activities at a proportionate rate.

Strategic Aim	Measure	Base line	19/20	20/21	Sources
Grow EMD UKs direct reach to instructors by 15% year on year.	Email addresses	10,000	15% Growth	15% Growth	Civi, classfinder
	Classfinder sign ups	N/A	1200 (included in the growth above)	1200 (included in the growth above)	classfinder

Establish EMD UK as expert voice for group exercise.	Increase in social media followers and written / verbal opportunities to comment on the sector.	14700 followers	30% increase in SM followers. 6 published articles and 6 public speaking slots / presentations	30% increase in SM followers. 9 published articles and 6 public speaking slots / presentations	Facebook, Twitter, Insta and classfinder. News clippings and speaking opportunities.
Provide high quality, great value products, service and support to instructors.	Member satisfaction	N/A	70%	75%	Member (TIM) Survey, classfinder
	Participant satisfaction	72%	73%	75%	Participant survey

KPIs

EMD UK's Sport England KPIs have been set for the next two years as part of the funding submission.

Instructor reach

The Sport England KPIs include EMD UK's direct reach to instructors growing by circa 10% year on year (1000 in 19/20 and 1000 in 20/21). The targets above have been stretched in order to comfortably reach the Sport England KPI.

An indirect reach to instructors will be set as an indicator to EMD UK direct reach. This KPI will also reflect EMD UK's growing member and partner reach.

Establish EMD UK as the expert voice of group exercise.

The 30% year on year increase in social media followers and the growth in written and verbal opportunities reflect the 19/20 marketing KPIs. Whilst not the only ones, these are good, measurable indicators that can be used to identify progress against this aim.

Provide high quality, great value products, service and support to instructors

The member and participation satisfaction KPIs are written into the Sport England submission and will act as strong indicators as to the service and value provided by EMD UK.

Part 3 - Strategic Context

EMD UK

EMD UK is a national governing body which derives its income from the following three sources:

Funding Founders Commercial

As of the end of the 18/19 financial year EMD UK's funding is predominantly from Sport England and equates to 61% of total revenue. Other funding is accessed from

different organisations for projects (2%). This funding is allocated against staff, back office costs and the delivery of agreed projects.

EMD UK administers the memberships of the founding partners and as such the subscriptions from those partners is counted as EMD UK revenue (25% of 18/19 income). Once the direct costs and apportioned costs (staff and back office costs) have been deducted 90% of any surplus left over is returned to the founders as a royalty and 10% is retained by EMD UK. Any partner that experiences a deficit after the costs have been applied pays the deficit to EMD UK.

EMD UK continues to focus on producing its own products and services to add another revenue stream (circa 11% of total in 18/19) to remove reliance on the above revenue sources over which it has little direct control. Whilst in the early stages of the lifecycle of its products, as EMD UK becomes better established in the group exercise sector there is a significant opportunity to grow this income.

EMD UK received a significant amount of funding for the 17/18 and 18/19 financial periods and following the successful delivery of the year 1 (17/18) KPIs, Sport England agreed to uplift the funding for 19/20 and 20/21.

Whilst EMD UK want to reduce the reliance on Sport England there are no plans to step away from the relationship and applications will still be made for relevant funding that are aligned to the mission. EMD UK need to ensure that over the next two years it works hard to own the group exercise space and demonstrate to Sport England that it has the most influence in the sector.

FitgroupUK

FitgroupUK is EMD UK's industry face and consists of a panel of key influencers in the sector. The role of the group is to address the issues raised at the 2016 FitgroupUK summit relating to engaging with the inactive population. As a result of Fitgroup, EMD UK now has much stronger relationships within the group exercise industry and is continuing to develop and position Fitgroup as an important body within the sector. In November 2018, Fitgroup agreed to change its focus to helping move *all* people along the frequency / intensity spectrum of group exercise. It was agreed that upskilling and utilising the respective workforces of panel members was the best way to achieve this goal.

The Founders

The Founder memberships continues to plateau / decrease for the following reasons:

- New brands entering the market place
- The structure of the founder organisations (volunteers and the membership model) restricts their ability to adapt
- Lack of strategy in some cases
- A shared responsibility with EMD UK for marketing
- Although high quality, the offering struggles against other products in the market

The founders are reviewing their models and exploring ways to become more commercially viable in today's market (membership and teacher affiliation)